



**STATE OF NORTH CAROLINA
DEPARTMENT OF CRIME CONTROL AND PUBLIC SAFETY
JOINT FORCE HEADQUARTERS
NORTH CAROLINA NATIONAL GUARD**



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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: North Carolina National Guard Climate Survey Results

1. The 2006 North Carolina National Guard (NCNG) Climate Survey ran from 1 July through 10 September. A brief overview of the results from the 2,277 survey participants is provided in this memorandum. As we continually strive for excellence, these survey results provide us with opportunities for improvement from the people who know best – our Soldiers and Airmen. It is my intent for every leader in our organization to brief these results to their members and then translate that information into action aimed at increasing performance, retention, and satisfaction at every level.
2. The focal point of the 2006 survey was Unit Climate. The analysis revealed three factors have a statistically significant effect on a unit's climate: individual training and education; unit commander behavior; and supervisory behavior. In turn, a strong unit climate leads to a more positive perception of readiness, diversity, and commitment to the Guard. The following results are highlighted for unit climate and factors that influence a unit's climate.
 - a. Unit Climate. Overall, 92% expressed favorable responses to questions that covered a unit's mission focus, reputation for success, and respect for one another. Breakouts by gender show 82% of women believe that the unit is a fair place to work compared to 92% of men. A comparison of racial perceptions revealed 84% of African Americans perceive that people respect each other compared to 92% of Caucasians. Although we have improved since last year, we must continue to address the differences in perceptions within race and gender.
 - b. Individual Readiness and Professional Development. Overall, 82% of the respondents indicated a high level of satisfaction with professional development and the recognition and promotion processes in their units. 71% of enlisted participants agreed that promotions are handled fairly while 88% of officers responded favorably. We will continue to identify methods to improve perceptions concerning promotions, especially with regard to the enlisted force.
 - c. Unit Commander Behavior. Overall, 92% responded favorably concerning their commanders' ability to provide vision, motivate/inspire troops, and listen to others. The

questions referring to the commanders' actions as respectful to subordinates had an overall 76% favorable response. We must all strive to demonstrate a higher level of respect for one another.

d. Supervisor Behavior. Participants indicated 90% satisfaction for questions asking if the supervisor demonstrates concern, listens to others, and follows-through on promises. Only 78% responded in agreement that within the last year, someone in my chain of command has encouraged me to stay in the National Guard. We must do a better job of encouraging Soldiers and Airmen to remain in the Guard.

3. The following results are highlighted for factors that may be influenced by a unit's climate.

a. Readiness. Overall, 87% responded with satisfaction to questions addressing unit and member combat readiness and family support. Among the respondents, 95% agreed that if mobilized, they could do their job in a combat environment, while 83% agreed the training they receive is well planned, challenging, and interesting. Although we have improved since last year, only 81% believe, that if deployed their family's needs will be met by the Family Readiness Group.

b. Guard Commitment. When asked about pride, a sense of belonging, and whether or not they feel valued, 92% of the respondents reported a favorable perception. While 97% said they are proud to tell others they are a part of the NCNG, only 74% said they would remain in the NCNG if they were released from all service obligations and could separate within a year. There remains a significant number of first termers (38%) that plan to leave the NCNG.

c. Diversity. Overall, 91% responded with satisfaction to questions asking whether their unit values all people, minorities are allowed to progress, and minorities have equal influence and power. Breakouts by race show 74% of African Americans agree that minorities have equal influence and power within their unit compared to 95% of Caucasians.

4. Thank you again for taking the time to participate in this survey. Your participation is crucial and your candid responses help our leaders address the concerns of our Soldiers and Airmen.

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